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To: [redacted]

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From: [redacted]

Subject: Future Annual Reports (with this DCI)

*DCI says
this is way to
go! (April 1979)*

We now know what kind of Annual Report this DCI wishes: a short and generalized recapitulation of the intelligence year highlights, largely upbeat but including an idea of an improvement agenda, and in style more assertive than informative, and more personal than Intelligence Community. He will approve somewhat expanded discussion, as well, of a few topics on which he needs to justify intelligence performance or build external constituency support. (U)

That being the case, it would be wasteful again to vet an elaborate outline with him, get extensive IC input on lots of subjects and write one or more extensive narratives for him to react to.

Suggested line of march for calendar 1979:

-- in September/October nominate to him several issues on which he needs to be seen externally as orchestrating a viable program, and/or on which he needs to educate to build external support. (These will come from Congressional and White House or OMB concerns, from life itself, and perhaps from important intelligence activities little known to or neglected by external audiences.) Once the DCI has made a tentative selection, assignments should be made around the IC either for short issue drafts (risks of bias and quality) or for a combination of oral and written input with short issue papers drafted centrally on one or more of DCI staffs. (Oral input should not be neglected; it is far less effort and makes sense in a document like this where final will bear little resemblance to any single input, and IC managers can be encouraged to assemble one or several brains on a subject instead of spending weeks putting together an elaborate document.) (U)

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-- in November send DCI in expanded outline form (shorthand sentences as in Presidential briefing preparation process,) presumed highlights of the year and a gist of what he might want to say about them; give him choice of dictating a draft from that and his own head, or annotating outline and dictating instructions asking for a short draft. (U)

Locus of production responsibility: RM is not entirely logical, although perhaps as logical as anywhere else. Should the DCI not feel any great need to do issue education, the precis of the year could be drafted by him [redacted] type staffer and vetted ~~for~~ with IC. Should issue discussion be a part of next year's Annual Report, it would probably be a practical necessity to have someone apart from the DCI's personal staff manage the logistics, although issue drafting assignments could be spread through several staffs. (U)

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Diana -
your thoughts on
Annual Report production
are well taken. I'll
talk to the DCI about it.
Thanks.

Frank
Dick
Coy
John
W.H.

